

HUMAN RESOURCE MANAGEMENT PRACTICES AND CORPORATE  
ENTREPRENEURSHIP IN BIDA BRANCH OF ABUJA ELECTRICITY DISTRIBUTION  
COMPANY

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Abstract

*Availability of efficient alternative renewable energy sources has mandated AEDC to employ modern HRMP in order to stimulate corporate entrepreneurship and reap its attendant benefits such as strategic and routine innovative problem-solving ideas in the areas of fault detection, repairs and maintenance among others. This research looked at how corporate entrepreneurship was impacted by HRM practices at the Abuja Electricity Distribution Company's (AEDC) Bida branch. The instrument used was structured questionnaire which was measured using 5-point Likert scale. A sample of eighty-eight (88) employees of the AEDC in Bida branch using Taro Yamane (1976) sample size were selected from a population of one hundred and thirteen (113) employees of AEDC in Bida branch using simple random sampling technique. The data generated through questionnaire were analyzed using Multiple Regression analysis. The regression results shows that recruitment and selection, employee compensation, and performance management all significantly affect corporate entrepreneurship in the AEDC Bida local government ( $P < 0.05$ ), while training and development has no significant effect on corporate entrepreneurship ( $P > 0.05$ ). As a result, the study draws the conclusion that human resources management practices significantly influences corporate entrepreneurship. The study, therefore, recommended among others: AEDC in Bida branch should implement appropriate employee rewards strategies that will lead to improvements in managing electricity distribution networks and customer complaints. Employees should receive intensive training that includes in-depth education to help them develop the skills required for creativity and innovation.*

**Keywords:** *Human Resource Management Practices, Corporate Entrepreneurship, Innovation, Creativity.*

1.0 Introduction

Organizations are becoming more concerned in today's business environment about relying on corporate entrepreneurship (CE) as a way to increase the inventive skills among their employees (Dilgash, Araz & Farsat, 2022). It has gradually been established that CE, particularly in this century, is a valid path to higher levels of individual and corporate performance (Morris, Kuratko & Covin, 2008). Corporate entrepreneurship (CE) can be define as the steps taken by a firm to upgrade its proactiveness, risk taking, product innovation, and propensity to meet the changes created by the environmental factors (Yunis et al., 2020). Corporate entrepreneurship (CE) can be classified into three clusters; new corporate venturing, innovativeness, and strategic renewal (Nambisan et al., 2019).

Owing to changes in technology and consumer needs, firms have to create new products due to the opportunities and challenges brought by present global economy (Boone, Lokshin, Guenter & Belderbos, 2019). In this context, innovative and proactive approaches for sustainable

growth may have to be adopted by firms (Hughes & Mustafa, 2017; Jones et al., 2019). Likewise, a firm can employ corporate entrepreneurship to bring about new and innovative products in the market, and to enhance competitive advantage and sustainable growth (Kazanjian, Drazin & Glynn, 2017). Kuratko and Morris (2018) emphasise that corporate entrepreneurship avail firms to adopt an ever changing and innovative approach through a well structured enabling environment. Accordingly, matching processes and offerings to the dynamic needs of the market becomes necessary for firms (Boone, Lokshin, Guenter & Belderbos, 2019).

Human resource management practices, according to Boring (2017), are the actions taken by an organization to help its staff members build work habits that would enable it to effectively achieve its goals. According to Ahmed (2016), human resource management practices are the comprehension and implementation of the rules and regulations that have an immediate impact on the individuals working on a project, in a team, or in the workplace as a whole. Practices include human resource planning, recruiting and selection, training and development, job design, performance management, compensation system, health and safety procedures, and other employee-related activities are all influenced by this concept, policies, and procedures. According to Mayson (2007), referenced in Akinyele et al. (2020), companies who can match their HRM procedures with their business strategy would have an advantage over rivals. HRM procedures also assist people in embracing corporate entrepreneurship.

The outcomes of research on the effects of corporate entrepreneurship's HRM practices are mixed. On the other hand, some researchers came to the conclusion that all determinants of human resource management practices have a significant impact on corporate entrepreneurship (Al Adresi and Darun, 2017; Tinti et al., 2017; Madmoli, 2016). Some researchers suggest a positive relationship between all determinants of human resource management practices and corporate entrepreneurship (Otoo, 2019). On the other hand, this study is intended to investigate corporate entrepreneurship and human resource management practices in Bida branch of AEDC.

#### 1.1 Statement of Problem

The change of the AEDC's corporate status from a public enterprise to a private enterprise demand a radical change of management strategy (including HRM strategy) from one that provided public goods and services at no-profit to the one that provide goods and services at a profit.

Though AEDC enjoys monopoly in the distribution of hydro electricity to the government, industrial and household consumers in North-central Geopolitical Zone of Nigeria, the new regime of prepaid meters that guarantee efficient energy consumption and fair billing on the one hand, and the availability of alternative renewable energy sources on the other hand, have necessitated AEDC to employ modern management strategies that address customers' need and increase their consumption of electricity services. Specifically, the adoption of the HRMP by Bida Branch of AEDC in order to reap the benefits of CE (e.g innovative fault detection and repairs, innovative risk-taking in routine problem solving, proactiveness in addressing customer needs and recurring problems, alertness in discovering new market

segment, etc.) is arguably, the right step in the right direction.

Researchers since the early 1990s have been examining the association of human resource management (HRM) to corporate entrepreneurship (CE). However, many previous studies have examined the direct effect of human resource management (HRM) on corporate entrepreneurship (CE) (Akinyele et'al 2020; Johan & Christine 2022; Syafri et'al 2021; Mathushan & Pushpanathan 2022; Onimole & Adebuseye 2019). Also, Akinyele et'al (2020) failed to state the method used in estimating the sample size for their study; while Johan & Christine (2022) failed to test the normalcy of their data and Mathushan & Pushpanathan (2022) failed to used robust method for data analysis. This research intends to fill these gap by examining the relationship between human resources management (HMR) and corporate entrepreneurship (CE) and to further analyze the influence of specific human resources practices on corporate entrepreneurship in Abuja Electricity Distribution Company in Niger State.

### 1.2 Research Objectives

The aim of the study is to examine the effect of human resource management practices on corporate entrepreneurship in Abuja Electricity Distribution Company in Niger State.

The subsidiary objectives of this study include:

- i. To verify the effect of recruitment and selection on corporate entrepreneurship (CE) in Bida of Abuja Electricity Distribution Company;
- ii. To determine the effect of training and development on corporate entrepreneurship (CE) in Bida branch of Abuja Electricity Distribution Company;
- iii. To ascertain the effect of performance management on corporate entrepreneurship in Bida branch of Abuja Electricity Distribution Company; and
- iv. To examine the effect of employee compensation on corporate entrepreneurship in Bida branch of Abuja Electricity Distribution Company.

### 1.3 Research Hypotheses

In line with the aim of the study, the main hypotheses to be tested are:

H<sub>0</sub>: HRMP has no significant effect on CE in Bida Branch of AEDC?

H<sub>01</sub>: There is no significant effect of recruitment and selection on corporate entrepreneurship in Bida branch of Abuja Electricity Distribution Company.

H<sub>02</sub>: There is no significant effect of training and development on corporate entrepreneurship (CE) in Bida branch of Abuja Electricity Distribution Company.

H<sub>03</sub>: There is no significant effect of employee compensation on corporate entrepreneurship in Bida branch of Abuja Electricity Distribution Company

H<sub>04</sub>: There is no significant effect of performance management on corporate entrepreneurship

in Bida branch of Abuja Electricity Distribution Company.

## 2.0 LITERATURE REVIEW

### 2.1 Conceptual Review

#### 2.1.1 Human Resource Management Practices

Abdullah (2017) defines human resource management practices as a process through which activities of the organisation or company are supported by solving various problems within the scope of employees, laborers, managers, and other workers so as to be able to achieve the goals that have been set. Human resource management practices involve understanding and utilizing the plan of action and processes that directly bear upon the people working within a project, a team and or the general work place (Ahmed, 2016). This plan of action and processes resulted to practices that improved efficiency of an organisation and such practices are human resource planning, well structured recruitment and selection process, job design, training and development of personnel, performance management, proper compensation arrangement, health and safety practices and other activities related to employees.

#### 2.2 Determinants of Human Resource Management Practices

Several HRM academics have developed several factors influencing HRM practices using pertinent literature sources. Six HRMPs were shown to have a significant beneficial influence on corporate entrepreneurship in the work of Schuler (1986) as well as other earlier research (Dizgah, et al., 2011; Edralin, 2010; Kaya, 2006; Morris and Jones, 1993; Schmelter et al., 2010), as noted in Johan & Christine (2022). These are: (1) planning (Morris and Jones, 1993; Dizgah et al., 2011); (2) hiring personnel (Morris and Jones, 1993; Edralin, 2010; Hayton, 2005; Morris and Jones, 1993; Schmelter et al., 2010; Schuler, 1986); (3) rewards/compensation (Edralin, 2010; Morris and Jones, 1993; Schmelter et al., 2010; Schuler, 1986; Tichy et al., 1982); (4) training and development (Edralin, 2010; Kaya, 2006; Khandwalla, 2006; Morris and Jones, 1993; Morris and Jones, 1993; Schmelter et al., 2010; and Schuler 1986), (5) performance management (Dizgah et al., 2011; Edralin, 2010; Morris and Jones, 1993) and (6) employee relations (Edralin, 2010).

However, it has been demonstrated that HRM practices—such as formal hiring procedures, training curricula, and systems for appraisal and compensation—support business operations and are linked to enhanced organizational performance (Dekker et al., 2014), as referenced in Mathushan & Pushpanathan (2020). The present investigation focuses on the factors that determine HRMP, namely employee remuneration in accordance with the HRM process, performance management, training and development, and recruiting and selection.

#### 2.2.1 Recruitment and Selection

As cited in Mathushan & Pushpanathan (2020), recruitment is the process of gathering highly skilled and competent candidates who are likely to be hired by an organization to complete a task or perform a job effectively (Chan & Kuok, 2011). On the other hand, selection refers to the final step that comes after recruitment, when the most qualified applicant is selected to fill a vacancy position (Pynes, 2004). Kingfiser noticed that, as noted in Mathushan & Pushpanathan (2020), they tend to hire at the top and bottom levels of the enterprise, giving little thought to the center of the company. Requirements for recruiting also appear to be

violated (Baker & Aldrich, 1994). According to Mathushan & Pushpanathan (2020), the International Handbook of Entrepreneurship and HRM compared the hiring processes of large and small businesses and found that there aren't many that differ significantly between the two (Barrett & Mayson, 2008).

Additionally, the research shows that workers of the company have strict preferences for the companies to which they apply, and that this is a factor in the hiring process. The goal of HRM at Kingfisher is to enhance employee performance and effeteness. The individual opportunity nexus, a broad theory of entrepreneurship, outlined startup entrepreneurs' hiring procedures. According to Mathushan & Pushpanathan (2020), Williamson (2000) provided information on a strategic recruiting approach for small company initiatives, emphasizing the necessity to enhance individual firm performance and acquire legitimacy. According to Umana et al. (2021), Armstrong (2012) highlights the importance of having a fit-in culture for people to thrive in a new work environment. This puts emphasis on the recruiting team to foster an organizational culture that rewards high performance. Organizations should target their recruitment efforts toward certain roles that need to be filled.

#### 2.2.2 Training and Development

It might be too difficult to consistently get the desired outcome through individuals in an unpredictable setting. To achieve progress, creativity, and change, however, the individuals being led must be enthusiastically engaged in the leadership function. If only those in charge of the procedures made the improvements, they would be simple to implement (David 2016).

In addition, David (2016) proposed that an entrepreneur recognizes an opportunity and motivates staff members to work to the best of their abilities, be steadfast and devoted to making a change and taking risks, and take the initiative in the engagement process. The notion of Entrepreneurial Leadership management pertains to the capacity of an entrepreneur to assess an organization's efficacy by means of navigating possibilities within dynamic organizational environments. In order to empower workers to go beyond what is understood, it entails opening up new spaces and teaching them how to take advantage of new chances.

#### 2.2.3 Performance Management

Performance management is a crucial component of human resource management (HRM) strategies that support entrepreneurship. In this field, however, not much study has been done (Orakwue, A., & Iguisi, 2020). Instead of using other conventional HRM metrics, employees' performance is measured in rapidly expanding entrepreneurial enterprises through cash incentives and stock options. According to Rusu's (2022) theory, small and medium-sized entrepreneurial enterprises that are adaptable and creative frequently exhibit substantial staff turnover. This is expected given the competence, knowledge, and experience that employees have acquired from training and from newly hired staff members.

Performance management, as defined by Denisi & Murphy (2017) as referenced in Mathushan & Pushpanathan (2020), is the broad spectrum of purposeful procedures, guidelines, interactions, and interventions to help and support employees to improve their performance. According to Mathushan & Pushpanathan (2020), it usually summarizes a continuing process of

recognizing, assessing, and enhancing the performance of individuals and groups within businesses (Aguinis & Pierce, 2008). According to Torrington et al. (2008), referenced in Mathushan & Pushpanathan (2020), performance management is responsible for keeping an eye on and assessing employees' performance at work. However, management is also required to determine the employees' current performance and take appropriate action to address any deviations. One of the HRM subsystems that is crucial to the development of entrepreneurial behavior is performance evaluation. According to Moghimi (2004), referenced in Mathushan & Pushpanathan (2020), performance assessment is often a procedure in holistic performance management that further evaluates each employee's performance in order to develop objective decisions for workers.

#### 2.2.4 Employee Compensation

Entrepreneurial organizations are believed to have recruited core talent that contributes to their competitive advantage through compensation, which is a crucial part of the HRM function. In order to appropriately reward innovation, risk-taking, teamwork, and uncertainty, entrepreneurial organizations must establish a framework in their HR policies and practices. Orakwue and Igusi (2020) cite that incentive schemes are designed to have a significant effect on how satisfied workers are with the work they do, and that these systems are susceptible to incentives that contain both stock-sharing and benefit components.

As one of the most extensively researched facets of Corporate Entrepreneurship (CE) from a human resource (HR) viewpoint, the impact of remuneration policies on creative performance has drawn the most attention recently (Heidary Dahooie, Estiri, Zavadskas & Xu, 2022). These research focused more attention on high-tech businesses' wage practices (Al-Shammari, 2021). Furthermore examined were the salaries of CEOs (Al-Shammari, 2021) and scientists and engineers who were actively involved in the invention process (Werner & Balkin, 2021).

Research indicates that incentive compensation is most likely employed early in the product life cycle to improve it while sales volume is low and turn over is high in high tech businesses (Weng, Kuo Chen, & Lee, 2022). As a result, the research revealed a link of reliance between compensation methods that promote organizational strategy, innovation, environmental complexity, and organizational life cycle stage. It becomes evident that the fundamental compensation contingencies reflect variations in the risk settings that businesses functioned in. This serves to confirm that the level of risk or uncertainty connected with innovation moderates the need to encourage people to take on risk.

#### 2.3 Concept of Corporate Entrepreneurship

As stated in Dilgash et al. (2022), corporate entrepreneurship fundamentally entails significant degrees of risk and uncertainty (Kelley, 2011). The concepts behind CE date back to the middle of the 1970s. The idea was initially presented by Berber et al. (2018) as a strategy and leadership approach used by big businesses to deal with the increasing degree of market volatility. As to Sakhdari (2016), referenced in Dilgash et al. (2022), corporate entrepreneurship comprises a range of organizational activities aimed at identifying and pursuing business possibilities through innovation, starting new ventures, or developing unique business models.

Corporate entrepreneurship is described by Zahra (1996), as referenced in Dilgash et al. (2022), as strategies intended to create new businesses in enterprises by means of improvements in products and processes as well as market changes. Corporate entrepreneurship focuses on how prepared large-scale business employees are to embrace entrepreneurial activity and interact with the bureaucratic organization they work for, in order to overcome numerous barriers to the development of new goods and services. According to Yunis et al. (2020), corporate entrepreneurship (CE) refers to the actions a company takes to improve its risk-taking, proactiveness, innovative product development, and readiness to adapt to changes brought about by external causes.

#### 2.4 Empirical Studies

As the global market becomes very competitive, the need to carry out research on the contributions human resource management make in the ability of companies to take risk, innovate, and to be proactive has become necessary. Madmoli (2016) used middle managers' information sharing as a mediating variable to examine the link between organizational entrepreneurship and human resource management in Iran. 384 managers and employees were selected for the study, which was an applied research project, using the Cochran sampling procedure. A questionnaire created by the author was used to gather data, and the path analysis was used to do the study. In order to close the knowledge gap between staff members and upper management, middle managers have a better relationship with the mediating function of information sharing practices, according to the study, which also identified a positive and significant association between the variables.

Tinti et al. (2017), referenced in Vera et al., (2023), examined discretionary work and human resource management methods using data from 156 workers of private and mixed enterprises situated in São Paulo State. 31.7% of organizational citizenship behavior was found to be explained by human resource management practices, including involvement, training and development, performance evaluation, remuneration and rewards, work conditions, and recruitment and selection. Thus, it was determined that 31.7% of the change in organizational citizenship behavior could have been predicted by human resource management techniques.

Vera et al. (2023) cited a research by Al Adresi and Darun (2017) on strategic human resource management and commitment for 52 oil and gas enterprises in Lybia. They found that training and development improved organizational internal career prospects related to pay satisfaction because of direct payments and other benefits. Ducharme et al. (2005) (cited in Levy et al., 2017) discovered that employees who received performance feedback were paid more than those who did not, based on a random sample of 15,000 Canadian employees. Compared to workers who did not get performance feedback, those who did reported greater levels of pay satisfaction.

Additionally, Otoo (2019) found that training and development had a positive relationship with employee salary and benefits because it enhanced workers' knowledge, skills, and abilities, making them more marketable and competitive. The study involved 50 senior staff members of Accra Technical University. Consequently, pay and organizational growth are impacted by a lack of support for training and development.

It is clear from the aforementioned literature that human resource management techniques were prioritized in both the public and commercial sectors, with the exception of the power industry. Therefore, by examining the impact of organizational politics and HRM practices on corporate entrepreneurship at Abuja Electricity Distribution Company in Niger State, Nigeria, this research will close the knowledge gap.

## 2.5 Theoretical Framework

The study adopts the Social Exchange Theory to investigate the connection between corporate entrepreneurship and HRM practices. The theory was first put out by Homan in 1961. According to the notion, in order to achieve the desired outcomes for employees, leadership efforts are necessary. This notion teaches us that prior to participating, employees frequently compare risk and return. The idea outlines how HRM practices are focused on innovations (Corporate Entrepreneurship) within a company, which makes it relevant to this study and the resource-based theory serve as the foundation for this study. Corporate entrepreneurship and social exchange theory are linked, whereas resource-based theory is associated with HRM practices.

Management techniques for human resources are included in the resource-based theory. Human resources are important, unique, irreplaceable, and cannot be replicated at any given time, according to Barney (2017), as reported in Vera et al., (2023), who developed the resource-based view. Using strategic assets, a business may gain and hold a long-term competitive advantage, according to the resource-based paradigm. According to resource-based theory, employees' competitive advantage stems from their ability to perform effectively, get ongoing training and development, and have access to a company's key skills, which bring value to their employment.

This study will benefit from an understanding of the value that entrepreneurial HRM practices add to organizational efficiency at the AEDC branch in Bida. Additionally, the resource-based view theory supports employee resourcing and career management variables.

However, according to social exchange theory, social conduct includes the reciprocity that occurs in a work relationship between two people and is defined by what each person believes to be the real benefits and risks of the partnership. As a result, giving and receiving in social, emotional, and economic contexts is essential to employee relationships in businesses. When people engage at work, they weigh the potential advantages against the relationship's costs. Therefore, political scheming in the corporate setting follows from the display of influence (Cross & Dundon, 2019), as referenced in Vera et al., (2023). Parties, particularly workers, will take actions to influence choices in their own and the organization's best interests based on the nature of that connection. As a result, the conduct of parties in an employment relationship results from a give-and-take or exchange, which is susceptible to subjective interpretation and each party's perspective on the benefits they stand to receive from the partnership. The notion states that when workers perceive their bosses appreciate them, they will react favorably, mostly by changing their attitudes and actions. Thus, when the AEDC Bida branch offers incentives such as improved monetary and non-monetary awards, training, and growth opportunities, employees will respond with positive attitudes and behaviors like commitment,



creativity, and uniqueness.

## 2.6 Conceptual Framework

Based on the literature review, the conceptual model depicted in Figure 1 below outlines the determinants of human resource management practices and corporate entrepreneurship. The diagram showcases the relationship between the determinants of HRMPs (compensation, recruitment, training and development, and performance management) and the determinant of corporate entrepreneurship (innovativeness, risk taking, and proactiveness). This model also aimed to serve as basis for which hypotheses were formulated.

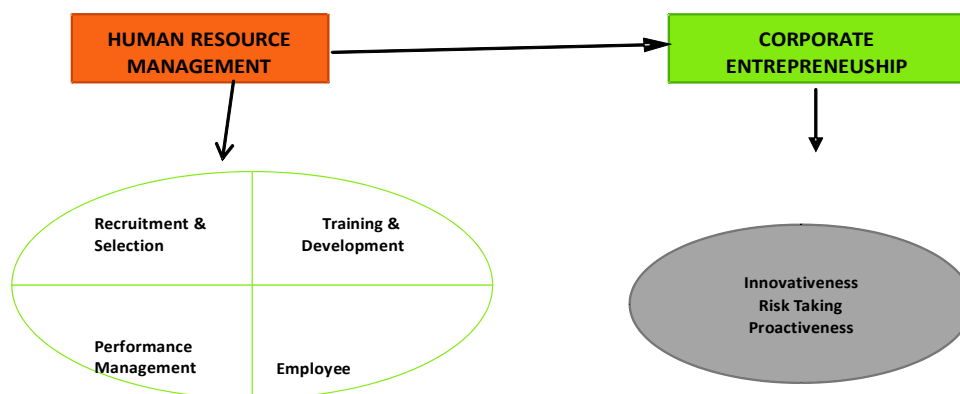


Figure 1: Human Resource Management Practices and Corporate Entrepreneurship  
Source: Researcher's Conceptualization

## 3.0 Research Methodology

This study is premised on quantitative research design. Specifically, a survey research technique was adopted for the purpose of gathering quantifiable primary data through structured questionnaire. The population of the study comprised 113 staff in the Bida branch of AEDC. The staff are sprayed in the five AEDC offices in Bida, namely Bangbara (24 staff), GRA (15 staff), Wadata (21 staff), Dokodza (20 staff), and Esso (33 staff). Eighty eight sample size (representing 87.9% of the population) as suggested by Taro Yamane's 1967 formula, was used as a guide for sampling of staff randomly. Questionnaire was the main instrument of data collection. The simple random sampling technique was used to select the respondents. The study is made up of two variables- the independent and the dependent variables.

Variables are measured using 5-point Likert Scale. The scale is adopted from the work of Akinyele et'al (2020). The dependent variable is Corporate entrepreneurship while the indicants are innovativeness, risk taking, and proactiveness which are also measured using 5-point Likert scale. The scale is adopted from the work of Akinyele et'al (2020). The reliability of the questionnaire was assessed using Cronbach's Alpha, a measure of internal consistency. According to Tavakol and Dennick (2011), alpha levels of 0.7 and higher imply excellent internal dependability and are adequate. Cronbach's Alpha values of 0.7 and above were

acceptable in this study.

The analysis of the data was done with SPSS version 22. Statistics, both descriptive and inferential, were used to analyze the data. Frequency distribution charts, measurements of central tendency (the mean), measures of variability (standard deviation), and measures of relative frequencies were among the descriptive statistics. In a research, the fundamental characteristics of the data were described using descriptive statistics. They offer concise synopses of the measurements and the sample. When a regression analysis was performed to evaluate the study hypotheses, inferential statistics were also used. The regression model which was adapted from the works of Idris, Adebayo, Bayode, EzekielEzeki & James (2022) is presented as follows:

$$CE = \alpha + \beta_1 RS + \beta_2 TD + \beta_3 EC + \beta_4 PM + e;$$

Where:

$\alpha$ : Constant

CE= Corporate Entrepreneurship

RS: Recruitment and Selection

TD: Training and Development

EC: Employee Compensation

PM: Performance Management

e: Error Term

$\beta_1, \beta_2, \beta_3$ , and  $\beta_4$  coefficient of the lvs

#### 4.0 Data Analysis and Discussion of Findings

A sample of AEDC employees in the Bida local government were surveyed using a structured questionnaire to gather information. Eighty-six copies of the administered questionnaire were correctly filled out and returned by the respondents.

##### 4.1 Normality Test

Skewness and Kurtosis were used in the study to evaluate the normality of the distribution. Hair, Black, Barbn, and Anderson (2010) state that for a data set to be deemed normally distributed, the values for skewness and Kurtosis must lie between the ranges of -2 to +2 and -7 to +7, respectively. The data are in line with the presumptions that were previously mentioned, as shown in Table 2 below.

Table 2: Normality Test using Kurtosis and Skewness

Variables	Skewness	Kurtosis	Decision
Recruitment and Selection (RS)	-0.044	-1.506	Normal
Training and Development (TD)	-0.530	-0.245	Normal
Employee Compensation (EC)	-0.236	-0.661	Normal
Performance Management (PM)	-0.585	0.552	Normal
Corporate Entrepreneurship (CE)	0.121	-1.690	Normal

Source: Researchers computation using SPSS 23

## 4.2 Test of Hypotheses

Table 3:

		Correlations				
		RS	TD	EC	PM	CE
RS	Pearson Correlation	1	.962**	.953**	.924**	.987**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	86	86	86	86	86
TD	Pearson Correlation	.962**	1	.979**	.984**	.932**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	86	86	86	86	86
EC	Pearson Correlation	.953**	.979**	1	.985**	.931**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	86	86	86	86	86
PM	Pearson Correlation	.924**	.984**	.985**	1	.886**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	86	86	86	86	86
CE	Pearson Correlation	.987**	.932**	.931**	.886**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	86	86	86	86	86

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The aforementioned matrix indicates that there is a positive linear association (.962, .953, .924, and .987, respectively) between corporate entrepreneurship, employee remuneration, training and development, and recruiting and selection. The link is significant at the .000 level. Furthermore, the matrix indicates a substantial correlation (.962, .979, .984, and .932) between corporate entrepreneurship, employee remuneration, recruiting and selection, performance management, and training and development, although with a considerable degree of .000 for each. The correlation between employee remuneration and recruitment and selection, training and development, performance management, and corporate entrepreneurship is also positive (.953, .979, .985, and .931), with a significant level of .000.

Conversely, performance management has a considerable degree of .000 and is significantly connected with employee compensation, corporate entrepreneurship, training and development, and recruitment and selection (.924, .984, .985 and .886). With a considerable degree of .000, corporate entrepreneurship has a positive link with employee remuneration, training and development, performance management, and recruiting and selection (.987, .932, .931 and .886).

### 4.2.1 HRMP and CE

Ho: Human Resources Management Practices has no significant effect on Corporate Entrepreneurship in AEDC Bida local government.

Table 4:

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.991 <sup>a</sup>	.983	.982	.639	.296

a. Predictors: (Constant), PM, RS, EC, TD

b. Dependent Variable: CE

The R value of 0.991 suggest 99.1% correlation between HRMP and CE. Also the R Square value of 0.983, demonstrate that the HRMP accounts for more than 98% of the variability of the corporate entrepreneurship. The independent variable (HRMP) accounts for 98.2% of the variation in the dependent variable (CE).

Table 5:

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1905.286	4	476.321	1166.107	.000 <sup>b</sup>
	Residual	33.086	81	.408		
	Total	1938.372	85			

a. Dependent Variable: CE

b. Predictors: (Constant), PM, RS, EC, TD

The model is statistically significant, as shown by Table 5's F value of 1166.107 and P value of 0.000. Therefore, the variations in the independent variables of performance management, recruitment and selection, employee compensation and training and development are indicative of variations in the dependent variable of corporate entrepreneurship.

Table 6:

Coefficients<sup>a</sup>

Model.	Unstandardized.		Standardized.		95.0% Confidence.			Collinearity	
	B.	Std. Error.	Beta.	t.	Sig.	Lower Bound.	Upper Bound.	Tolerance.	VIF
(Constant)	2.748	.634		4.333	.000	1.486	4.010		
RS	1.075	.098	.901	10.981	.000	.880	1.269	.0	31
TD	.241	.150	.224	1.605	.112		-.058	.540	.011
EC	.831	.182	.557	4.568	.000	.469	1.193	.014	
PM	-.747	.160	-.715	-4.661	.000	-1.066	-.428	.009	

a. Dependent Variable: CE

The outcomes of the multiple linear regression that was used to assess the hypotheses are shown in Table 6. The regression result indicates the connection between recruitment and selection, training and development, employee compensation and performance management in accordance with the equation below.

CE(Y) 2.748 = 1.075X<sub>2</sub> + 0.241X<sub>3</sub> + 0.831X<sub>4</sub> and -0.747X<sub>5</sub>.

Corporate Entrepreneurship and Human Resources Management Practices were correlated in a regression analysis with a constant  $\hat{a}$  value of 2.748 and a standard error of 0.634.

Recruitment-and-selection and CE

H<sub>01</sub>: There is no significant effect of recruitment and selection on corporate entrepreneurship in Bida branch of Abuja Electricity Distribution Company.

The positive co-efficient  $\hat{a}$  value for recruitment and selection is 1.075, with a standard error of 0.098, a t-value of 10.981, and a significance level of 0.000. As a result, recruitment and selection positively and significantly affects AEDC corporate entrepreneurship in the Bida

local government. This demonstrates that a 1% increase in recruitment and selection would translate into an increase in AEDC corporate entrepreneurship of 1.075 (107.5%) in the Bida local government.

Additionally, the 95% confidence intervals for the predictors are contained by the bottom and upper border boundaries. First, the lower and upper limitations for recruitment and selection are, respectively, 0.880 and 1.269. The predicted coefficient  $\hat{\alpha}$  value for recruitment and selection is 1.075. This suggests that recruitment and selection has a significant and positive influence on corporate entrepreneurship. This is because recruitment and selection has a coefficient value that is between the lower and upper border limitations. Therefore, Recruitment and Selection has significant effect on Corporate Entrepreneurship in Bida branch of AEDC.

#### Training-and-Development and CE

H<sub>02</sub>: There is no significant effect of training and development on corporate entrepreneurship (CE) in Bida branch of Abuja Electricity Distribution Company.

Furthermore, the positive co-efficient  $\hat{\alpha}$  value for training and development is 0.241, with a standard error of 0.150, a t-value of 1.605, and a significant level of 0.112. As a result, training and development has no significant effect on corporate entrepreneurship at AEDC in the Bida local government. This shows that the corporate entrepreneurship of AEDC in the Bida local government won't be considerably affected by a 1% in training and development.

Secondly, the lower and upper limitations for training and development are -0.058 and 0.540, respectively. An estimated coefficient  $\hat{\alpha}$  value of 0.241 applies to training and development. This shows that in the local government of AEDC Bida, training and development had a noticeable influence on corporate entrepreneurship. The range of the bottom and upper border limits coincides with the coefficient value for training and development. Therefore, Training and Development has no significant effect on Corporate Entrepreneurship in Bida branch of AEDC.

#### Employee Compensation and CE

H<sub>03</sub>: There is no significant effect of employee compensation on corporate entrepreneurship in Bida branch of Abuja Electricity Distribution Company

More so, the positive co-efficient  $\hat{\alpha}$  value for employee compensation is 0.831, with a standard error of 0.182, a t-value of 4.568, and a significant level of 0.000. As a result, employee compensation has a positive and significant effect on corporate entrepreneurship at AEDC in the Bida local government. This shows that the corporate entrepreneurship of AEDC in the Bida local government would be considerably affected by a 1% increase in employee compensation.

The value of 0.469 and 1.193, respectively, are the bottom and upper limits of employee compensation. The predicted coefficient  $\hat{\alpha}$  value for employee compensation is 0.831. This suggests that at the AEDC Bida local government, employee compensation has an impact on corporate entrepreneurship. The value of the employee compensation coefficient lies between the bottom and upper border limits, which is the cause of this. Therefore, Employee

Compensation has positive and significant effect on Corporate Entrepreneurship in Bida branch of AEDC.

Performance management and CE

H<sub>04</sub>: There is no significant effect of performance management on corporate entrepreneurship in Bida branch of Abuja Electricity Distribution Company.

Performance Management has a positive co-efficient  $\hat{a}$  value of -0.747, a standard error of 0.160, a t-value of -4.661, and a significance level of 0.000. As a result, performance management greatly enhances AEDC corporate entrepreneurship in the Bida local government.

The lower and upper limitations for performance management are, respectively, -1.066 and -0.428. The predicted coefficient  $\hat{a}$  value for performance management is -0.747. This suggests that performance management has a significant and positive influence on corporate entrepreneurship. This is because performance management has a coefficient value that is between the lower and upper border limitations. Therefore, Performance Management has positive and significant effect on Corporate Entrepreneurship in Bida branch of AEDC.

#### 4.3 Discussion of Findings

Based on the results of the hypothesis testing, recruitment and selection, employee compensation, and performance management all significantly affect corporate entrepreneurship in the AEDC Bida local government ( $P < 0.05$ ), while training and development has no significant effect on corporate entrepreneurship ( $P > 0.05$ ). As a result, we draw the conclusion that human resources management practices significantly influences corporate entrepreneurship. The result is in line with the findings of Tinti et al. (2017) which found that human resource management practices (Involvement, Training and Development, Performance Evaluation, Remuneration and Rewards, Work conditions, and Recruitment and Selection) explained 31.7% of organizational citizenship behavior.

It is also in line with study of Madmoli (2016) on relationship between human resource management and organizational entrepreneurship in Iran. The study found a positive and significant relationship between the variables and an improved relationship with the mediating role of knowledge sharing practice among middle managers who help bridge the knowledge gap between employees and top managers. Comparably, the findings of this study and the research by Ducharme et al. (2005), which was referenced by Levy et al. (2017), which randomly selected 15,000 Canadian workers and found that workers who received performance feedback were paid more than workers who did not, also have similarities. Compared to other staff members who did not receive performance evaluation, those who did received it reported higher pay satisfaction.

Rapid technological advancement and emerging worldwide markets place heavy demands on a company's capacity for innovation in order to effectively compete. For businesses to succeed in the current business climate, CE, which stimulates innovation, is an essential component. Corporate entrepreneurship must be required through human resources management practices in order to force a firm to address these issues. However, this study examined human resource management practices and corporate entrepreneurship in Bida

branch of Abuja Electricity Distribution Company (AEDC). Results of the hypothesis testing indicates that recruitment and selection, employee compensation, and performance management all significantly affect corporate entrepreneurship in the AEDC Bida local government ( $P < 0.05$ ), while training and development has no significant effect on corporate entrepreneurship ( $P > 0.05$ ). Therefore, we draw the conclusion that human resources management practices significantly influences corporate entrepreneurship.

The research recommended that AEDC in Bida branch should implement appropriate employee rewards strategies that will lead to improvements in creativity and new business ventures. This is due to the fact that incentives provided to employees by their employers may encourage them to exert greater effort in order to achieve the organizational goals that their employers are aiming for.

To make sure that they are in line with the evolving environment, the HRM department must continually review the policies and processes. As corporate entrepreneurial (CE) support a setting that invites staff members to take part in decision-making, which strengthens their sense of belonging and fosters a happy work environment.

Employees should get extensive training methods that include thorough instruction to assist them build the abilities necessary for creativity and innovation. As a result, workers who receive more training and develop their job-related abilities are significantly more creative.

## 5.2 Limitations and Further Studies

This study focused on human resources practices and corporate entrepreneurship in AEDC in Bida local government. Other reviews can extend their focus of work in other regions. The number of variables in this study was limited; other studies may incorporate more human resources practices variables.

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